



**Research Product 2014-05**

## **Task Analyses for Difficult-to-Assess Collective Tasks**

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**February 2014**

**United States Army Research Institute  
for the Behavioral and Social Sciences**

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Research accomplished under contract  
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<b>REPORT DOCUMENTATION PAGE</b>				<i>Form Approved</i> OMB No. 0704-0188	
<b>1. REPORT DATE (DD-MM-YYYY)</b> February 2014		<b>2. REPORT TYPE</b> Final		<b>3. DATES COVERED (From - To)</b> April 2011 – April 2012	
<b>4. TITLE AND SUBTITLE</b>  Task Analyses for Difficult-to-Assess Collective Tasks				<b>5a. CONTRACT NUMBER</b> W5J9CQ-11-D-0002	
				<b>5b. GRANT NUMBER</b>	
				<b>5c. PROGRAM ELEMENT NUMBER</b> 622785	
<b>6. AUTHOR(S)</b> Jonathan J. Bryson, Rachel D. Barney, Christina K. Curnow, Trevor M. Conrad, Arnold L. Leonard, Heidi Keller-Glaze; Jennifer S. Tucker, Christopher L. Vowels				<b>5d. PROJECT NUMBER</b> A790	
				<b>5e. TASK NUMBER</b> 370	
				<b>5f. WORK UNIT NUMBER</b>	
<b>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</b>  ICF Incorporated, LLC 9300 Lee Highway Fairfax, VA 22031  U.S. Army Research Institute for the Behavioral and Social Sciences 6000 6 <sup>th</sup> Street (Building 1464 / Mail Stop 5610) Fort Belvoir, VA 22060-5610				<b>8. PERFORMING ORGANIZATION REPORT</b>	
<b>9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)</b>  U. S. Army Research Institute for the Behavioral & Social Sciences 6000 6 <sup>th</sup> Street (Building 1464 / Mail Stop 5610) Fort Belvoir, VA 22060-5610				<b>10. SPONSOR/MONITOR'S ACRONYM(S)</b>  ARI	
				<b>11. SPONSOR/MONITOR'S REPORT NUMBER(S)</b> Research Product 2014-05	
<b>12. DISTRIBUTION/AVAILABILITY STATEMENT:</b> Distribution Statement A: Approved for public release; distribution unlimited.					
<b>13. SUPPLEMENTARY NOTES</b> Contracting Officer's Representative and Subject Matter Expert: Christopher L. Vowels					
<b>14. ABSTRACT</b> In a previous report involving collective measurement, Wetzel-Smith and Mitchell (1986) drew attention to three essential aspects involving the measurement of collective performance including: collective task performance depends on individual subtask proficiency; when the tasks require more direct coordination; the unit skill levels are higher than the level of individual skills; and units that receive performance feedback improve over units that do not receive feedback. The present research effort involving multi-echelon measurement has three main goals: 1) building upon earlier research, conduct a comprehensive review of the literature regarding many different areas of collective performance measurement, 2) conduct interviews with Army subject matter experts (SME) to better understand Army collective tasks and measurement issues, and 3) obtain measurement ideas from nonmilitary measurement experts. This product outlines the process of conducting a task analysis for three difficult to measure collective tasks, conduct a key leader engagement, establish a host nation police force, and partner with host nation forces. This product touches on all three goals of the research effort.					
<b>15. SUBJECT TERMS</b> Collective Tasks, Task Analyses, Key Leader Engagement					
<b>16. SECURITY CLASSIFICATION OF:</b>			<b>17. LIMITATION OF ABSTRACT</b>  Unlimited Unclassified	<b>18. NUMBER OF PAGES</b>  44	<b>19a. NAME OF RESPONSIBLE PERSON</b> Dorothy Young
<b>a. REPORT</b> Unclassified	<b>b. ABSTRACT</b> Unclassified	<b>c. THIS PAGE</b> Unclassified			<b>19b. TELEPHONE NUMBER</b> 703-545-2316

Standard Form 298 (Rev 98)  
Prescribed by ANSI Std. Z39.18



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**February 2014**

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## ACKNOWLEDGMENT

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The authors thank the Soldiers at Fort Hood and the Joint Readiness Training Center who provided valuable input and feedback for conducting the tasks analyses.

# TASK ANALYSES FOR DIFFICULT-TO-ASSESS COLLECTIVE TASKS

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## **Task Analyses for Difficult-To-Assess Collective Tasks**

In August of 2006, the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) brought together key stakeholders in Army training and education along with experts from academia, industry, and other military services to “identify learning science findings and technologies to help the Army train Soldiers and grow leaders for today and tomorrow” (Quinkert, Morrison, Fletcher, Moses, & Roberts, 2007). One of the key recommendations coming out of this working meeting was a need to develop performance measurement methods and feedback tools that can be used to assess Brigade Combat Team (BCT) performance.

### **Project Overview**

The ARI Fort Hood Research Unit set out to investigate difficult-to-assess collective tasks and research assessment methods and best practices relevant to measuring team-based, multi-echelon performance. Through a contract with ICF International, research was completed to achieve the following technical objective:

Conducted interviews with Army Subject Matter Experts (SME) to identify hard to measure collective tasks, determine needed measurement tools, obtain a better understanding of collective performance measurement issues, and break down selected collective tasks into individual behaviors.

This research product is divided into two parts. The first describes the process used to identify three hard to measure collective tasks for further analysis. The second describes the subsequent task analysis conducted for each of these collective tasks.

## **SECTION I: Difficult-to-Assess Collective Task Selection**

### **Objective**

The purpose of this task was to review difficult-to-assess collective tasks identified during data collection and select a few for further analysis and potential measurement development.

### **Method**

Two groups of Soldiers were identified as samples for this effort. The first was a group of Trainer/Mentors (TM) from the Joint Readiness Training Center (JRTC). A total of 11 TMs participated, representing a variety of branches within the Army as well as both officers and noncommissioned officers (NCO). The second group of Soldiers to participate in this data collection was comprised of military police (MP). A total of seven MPs participated, representing both Officers and NCOs. Military Police were given focus, because of the responsibilities inherited with the Defense Chemical, Biological, Radiological, and Nuclear (CBRN) Response Force (DCRF); this mission set consisted of several difficult to assess tasks making it ideal for this research. Participant rank and branch are presented in Table 1.



Table 1.

***Sample Demographics***

<b>Rank</b>	<b>Branch</b>	<b>No. of Participants</b>
MAJ	MP(1), FA(1), IN(1), AR(1), LG(1)	5
1SG	IN(1), FA(1), AR(1), Army(1)*	4
MSG	Army*	1
SFC	Army*	1
CPT		1
MSG	Military Police	2
SFC		4
Total		18

\*Participants provided a military service branch (e.g., Army, Navy, etc.) instead of an Army branch.

**Focus Group Data**

During each focus group, participants were asked to identify difficult-to-assess collective tasks and then rate them in terms of: 1) how *difficult* they were to learn and perform, 2) how *critical* they were to mission accomplishment, 3) how *consistently* they were performed throughout their unit and in other units, and 4) how *frequently* they were performed. Table 2 presents the findings from this effort.

Table 2.

***Ratings on Collective Tasks***

	<b>Collective Task</b>	<b>Difficult or Very Difficult (%, N*)</b>	<b>Critical or Very Critical (%, N*)</b>	<b>Consistent or Very Consistent (%, N*)</b>	<b>Frequent or Very Frequent (%, N*)</b>
1	Company Supply Discipline Program	60.0% (3/5)	80.0% (4/5)	60.0% (3/5)	60.0% (3/5)
2	Coordinating Interagency Non-governmental Organizations (NGO)	41.7% (5/12)	75.0% (9/12)	16.7% (2/12)	58.3% (7/12)
3	Establishing Host Nation Police	60.0% (6/10)	90.0% (9/10)	80.0% (8/10)	90.0% (9/10)
4	Intelligence (Intel) Analysis**	55.6% (5/9)	90.0% (9/10)	55.6% (5/9)	50.0% (5/10)
5	Intelligence Preparation of the Battlefield (IPB)**	41.7% (5/12)	91.7% (11/12)	50.0% (6/12)	50.0% (6/12)
6	Intelligence, Surveillance, and Reconnaissance (ISR) Synchronization**	54.5% (6/11)	90.9% (10/11)	45.5% (5/11)	63.6% (7/11)
7	Key Leader Engagement (KLE)	57.1% (4/7)	100.0% (7/7)	42.9% (3/7)	85.7% (6/7)
8	Partnering with Host Nation Forces	58.3% (7/12)	100.0% (12/12)	91.7% (11/12)	75.0% (9/12)
9	Targeting**	50.0% (9/18)	83.4% (15/18)	27.8% (5/18)	44.4% (8/18)
10	Company Command Post	20.0% (1/5)	80.0% (4/5)	40.0% (2/5)	40.0% (2/5)
11	Company Counterinsurgency (COIN)	40.0% (2/5)	80.0% (4/5)	40.0% (2/5)	60.0% (3/5)
12	Company Intelligence Support Team (COIST) Operations	75.0% (6/8)	75.0% (6/8)	62.5% (5/8)	62.5% (5/8)
13	Cordon and Search (Company Level)	50.0% (2/4)	50.0% (2/4)	50.0% (2/4)	25.0% (1/4)
14	Cordon and Search (Platoon Level)	100.0% (1/1)	100.0% (1/1)	0.0% (0/1)	0.0% (0/1)
15	Detainee Operations/Enemy Prisoner of War (EPW)	50.0% (1/2)	100.0% (2/2)	0.0% (0/2)	50.0% (1/2)
16	Quick Reaction Force (QRF)	50.0% (1/2)	50.0% (1/2)	50.0% (1/2)	50.0% (1/2)
17	React to Contact (Platoon Level)	0.0% (0/1)	100.0% (1/1)	0.0% (0/1)	0.0% (0/1)
18	Traffic Control Point/Roadblock	66.7% (2/3)	66.7% (2/3)	66.7% (2/3)	66.7% (2/3)
19	Vehicle Recovery	16.7% (1/6)	83.3% (5/6)	66.7% (4/6)	66.7% (4/6)

\* The number in the denominator only includes respondents who provided ratings for the task.

\*\*Key task for Company Intelligence Support Team operations.

We used several criteria to determine which collective tasks should be selected for further consideration and analysis. First, we looked at the number of responses given for each task. Tasks with fewer than five responses were removed from consideration because the low number of respondents limits the utility of the data. This resulted in the removal of six collective tasks: Cordon and Search (Company Level), Cordon and Search (Platoon Level), Detainee Operations/EPW, QRF, React to Contact (Platoon Level), and Traffic Control Point/Roadblock. Second, we looked for higher order tasks that consisted of multiple collective tasks and removed them as well (i.e., COIST operations and company COIN); such tasks were too broad for the development of an assessment tool. In addition, we eliminated tasks where fewer than 25% of the respondents considered the task difficult or very difficult. Of the remaining tasks, there was no compelling reason based on the data to eliminate additional tasks. Therefore, we reviewed the collective task literature to aid in the process of deciding which tasks would be the best candidates for further task analysis and assessment development.

### **Complex Task Literature**

We compared the nine remaining collective tasks against four characteristics of complex tasks (Campbell, 1988). While the complexity of a task does not always translate into assessment difficulties, we assumed that there is a strong relationship between task complexity and difficulty of assessment. Thus, we viewed tasks that exhibited greater complexity as more difficult-to-assess. Table 3 presents the characteristics used in our assessment.

Table 3.

#### ***Complex Task Characteristics (Campbell, 1988)***

<b>Characteristic</b>	<b>Definition</b>
Multiple Outcomes	“...the number of desired outcomes of a task...” (p. 43).
Multiple Paths	“...the number of possible ways to arrive at a desired outcome...” (p. 43).
Conflicting Interdependence among Paths	“...achieving one desired outcome conflicts with achieving another desired outcome...” (p. 44).
Uncertain or Probabilistic Linkages	“...the connection between potential path activities and desired outcomes cannot be established with certainty.” (p. 45).

In addition to Campbell’s four characteristics of complex tasks, we also looked at the number of components (or steps) involved in the task, the amount of interactivity required between the different parties involved, and how difficult it is to observe the steps being done correctly (e.g., cognitive tasks versus physical tasks). We posited that increases in any of these additional criteria would also make a task harder to assess. Results of our assessment are displayed in Table 4. An “X” signifies that a collective task has the particular characteristic.

Table 4.

***Assessment of Task Complexity Characteristics***

<b>Collective Task</b>	<b>Multiple Outcomes</b>	<b>Multiple Paths</b>	<b>Conflicting Interdependence</b>	<b>Uncertain Linkages</b>	<b>Multiple Steps</b>	<b>Interactivity</b>	<b>Difficulty of Observation</b>
Company Supply Discipline Program Coordinating Interagency Non-governmental Organizations (NGO)	X	X	X	X	X	X	X
Establishing Host Nation Police Intelligence (Intel) Analysis Intelligence Preparation of the Battlefield (IPB)	X	X	X	X	X	X	X
Intelligence, Surveillance, and Reconnaissance (ISR)			X	X	X	X	X
Synchronization Key Leader Engagement Partnering with Host Nation Forces Targeting	X	X	X	X	X	X	X

Our assessment identified four tasks that appear to be the most complex of the nine tasks reviewed:

- Partnering with Host Nation Forces,
- Establishing Host Nation Police,
- Key Leader Engagement, and
- Coordinating Interagency Non-governmental Organizations (NGO).

All of these tasks are fairly equal with regard to meeting the four characteristics of a complex task. In addition, each of these tasks involves a lot of interactivity and can be difficult to observe for assessment purposes.

**Training and Evaluation Outlines (T&EO)**

In conjunction with assessing the nine tasks against complexity criteria, we determined whether they had existing T&EOs available at the company level and below. Results of our search are show in Table 5.

Table 5.

***Available T&EOs***

<b>Topic</b>	<b>T&amp;EO (PLT &amp; below)</b>	<b>T&amp;EO (CO)</b>	<b>T&amp;EO (BN &amp; above)</b>
Company level intelligence preparation of the battlefield (IPB)	<ul style="list-style-type: none"> <li>• Provide Distributive Tactical Exploitation System (DTES) IMINT/SIGINT Support to Intelligence Preparation of the Battlefield (IPB) (34-5-1712)</li> <li>• Provide Army Forces (ARFOR) Input for Theater Missile Defense (TMD) Intelligence Preparation of the Battlefield (IPB) (06-4-2113)</li> </ul>	<ul style="list-style-type: none"> <li>• Describe the Battlefield's Effects on Communications (IPB) (11-2-8310)</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Intelligence Preparation of the Battlefield (IPB) in Support of Urban Operations (34-6-2039)</li> <li>• Conduct Intelligence Preparation of the Battlefield (IPB) (34-6-2040)</li> <li>• Define the Battlefield Environment (IPB) (11-1-6721)</li> <li>• Evaluate the Threat (IPB) (11-1-6723)</li> <li>• Determine Threat Courses of Action (COA) (IPB) (11-1-6724)</li> <li>• Evaluate the Signal Threat (IPB) (11-6-8032)</li> <li>• Determine Threat Signal Courses of Action (COA) - IPB (11-6-8033)</li> <li>• Develop the Field Artillery (FA) focused IPB (06-1-2009)</li> <li>• Monitor Development of the FA Focused Intelligence Preparation of the Battlefield (IPB) (06-6-2037)</li> </ul>
Company level targeting	<ul style="list-style-type: none"> <li>• Maintain Hard Copy Targeting Products (06-4-5015)</li> <li>• Participate in the Targeting Process (44-4-9104)</li> <li>• Provide Intelligence Support Team Input to Targeting (34-5-0472)</li> </ul>		<ul style="list-style-type: none"> <li>• Execute Targeting Process (06-6-5431)</li> <li>• Provide Intelligence Support to Targeting (34-6-2047)</li> <li>• Assist in Joint Force Targeting (Targeting Cell) (44-9-8022)</li> <li>• Provide Intelligence Support to Targeting (Echelons Above Corps) (44-9-8117)</li> <li>• Perform Near Real Time Mobile Target Analysis and Develop Targeting Information for the Joint Combined Force (44-9-8110)</li> <li>• Nominate and Track Operational, High Payoff and High Value Targets to Appropriate Joint Combined Targeting Agency (44-9-8112)</li> </ul>

Topic	T&EO (PLT & below)	T&EO (CO)	T&EO (BN & above)
			<ul style="list-style-type: none"> <li>• Conduct Joint Force Targeting (03-6-3100)</li> <li>• Provide Information Operations (IO) Input to the Targeting Process (06-6-5070)</li> <li>• Provide Input to the Targeting Process (D3A) (06-6-5435)</li> <li>• Participate in the Targeting Process (06-6-5436)</li> <li>• Implement the Targeting Process (Brigade - Corps) (71-8-3300)</li> <li>• Provide Intelligence Support to Targeting (Battalion - Corps)</li> <li>• Assist in the Targeting Process (44-6-1004)</li> <li>• Conduct Joint Force Targeting (Division Echelon and Above [Operational]) (71-9-3100)</li> <li>• Conduct Precision Targeting (06-6-6053)</li> </ul>
Company Supply Discipline Program			
Coordination with interagency NGOs			<ul style="list-style-type: none"> <li>• Conduct Negotiations with and between other Government Agencies and Nongovernmental Organizations (Battalion - Corps) (71-8-5450)</li> </ul>
Establish host nation police			<ul style="list-style-type: none"> <li>• Coordinate Host Nation Police Building Operations (MP CS BN) (19-1-2006)</li> <li>• Develop a Plan to Establish Host Nation Police Training (Division - Corps) (71-8-7323)</li> <li>• Conduct Host Nation Police Building (MP Command) (19-7-4910)</li> <li>• Conduct Host Nation Police Building (MP CS BDE) (19-6-4910)</li> </ul>
Intelligence (Intel) analysis	<ul style="list-style-type: none"> <li>• Manage Counterintelligence and Human Intelligence Analysis and Production (34-4-1305)</li> <li>• Conduct Counterintelligence and Human Intelligence Analysis (34-4-1307)</li> </ul>		<ul style="list-style-type: none"> <li>• Perform Intelligence Analysis (34-6-2034)</li> </ul>
Intelligence, surveillance, and reconnaissance (ISR)	<ul style="list-style-type: none"> <li>• Manage ISR Analysis Platoon Operations (34-3-9007)</li> <li>• Manage ISR Integration</li> </ul>		<ul style="list-style-type: none"> <li>• Develop an Intelligence, Surveillance, and Reconnaissance (ISR) Plan (34-6-2048)</li> </ul>

Topic	T&EO (PLT & below)	T&EO (CO)	T&EO (BN & above)
synchronization	Platoon Operations (SBCT) (34-3-9008) <ul style="list-style-type: none"> <li>• Manage the ISR Analysis and Integration Platoon (34-3-9033)</li> </ul>		<ul style="list-style-type: none"> <li>• Direct Intelligence, Surveillance, and Reconnaissance Operations (ISR) (11-6-8065)</li> <li>• Conduct (ISR) Synchronization and Integration (Battalion - Brigade) (17-6-1007)</li> <li>• Integrate joint operations area (JOA) Intelligence, Surveillance, and Reconnaissance (ISR) with CBRNE Situation (34-6-4000)</li> <li>• Conduct Intelligence, Surveillance, and Reconnaissance (ISR) of Chemical, Biological, Radiological and Nuclear and high-yield Explosives (CBRNE) Threats (34-6-4001)</li> </ul>
Key Leader Engagement			<ul style="list-style-type: none"> <li>• Conduct Soldier and Leader Engagement (Brigade - Corps) (71-8-5311)</li> </ul>
Partnership with host nation force	<ul style="list-style-type: none"> <li>• Evaluate Host Nation Forces (31-5-0310)</li> <li>• Advise Host Nation Forces (31-5-0299)</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Liaison with Host Nation Security Forces and Country Teams (COMPANY/TEAM) (71-2-7368)</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate Host Nation Security Forces and Means (03-6-6550)</li> <li>• Integrate Host Nation Security Forces Means (Division Echelon and Above [Operational]) (71-9-6550)</li> <li>• Conduct Liaison with Host Nation Security Forces and Country Teams (BDE/BN) (71-6-7368)</li> <li>• Coordinate Host Nation Support (63-9-0022)</li> </ul>

## Recommendations

Based on our assessment, we selected the following collective tasks for further consideration. This is not to say that some of the other collective tasks would not be good choices as well. However, we view these three as showing the most promise given the results of our assessment.

1. Partnering with Host Nation Forces,
2. Establishing Host Nation Police, and
3. Key Leader Engagement.

We chose Partnering with Host Nation Forces for several reasons. First, it was one of the higher rated collective tasks identified in terms of criticality, frequency, and consistency. It also rated fairly high for difficulty. This was one of the more complex tasks that we reviewed and it had

several different T&EOs available at the company level and below that could potentially be supplemented by a measure.

We selected Establishing Host Nation Police for many of the same reasons as Partnering with Host Nation Forces (i.e., high focus group percentages on the different criteria and high levels of complexity). In addition, we selected it because it is one of the few collective tasks that does not have a T&EO at the company level (or below). While this could be seen as a potential drawback, not having a T&EO would allow us to create a new measure rather than supplementing an already existing one.

Finally, we selected Key Leader Engagement (KLE) for its high ratings. All participants surveyed during the focus group at Fort Hood saw it as critical or very critical to mission success and 85.7% saw it as a task that occurred frequently or very frequently. The literature also suggested that KLE could potentially be a difficult task to assess given its ill-defined nature and complexity. In addition, like Establishing Host Nation Police, KLE does not have a T&EO at the company level or below. As such, a gap exists that could be filled with a new measure.

## **Section II: Development of Three Task Analyses**

### **Objective**

Three collective tasks were chosen for further investigation:

1. Partnering with Host Nation Forces,
2. Establishing Host Nation Police, and
3. Key Leader Engagement.

The purpose of this analysis was to capture tasks that require coordinated action and collaborative skills. The resulting product includes lists that itemize all of the tasks involved in performing each of the specified collective tasks. The method section below describes the steps taken to develop and refine the task analyses.

### **Task Analysis Process**

A task analysis was conducted for each of the recommended company-level collective tasks. This involved reviewing the existing T&EOs associated with each collective task and using the lower-order steps identified as starting points for list development. The higher-order steps were excluded as they lacked specificity and were more like “functions” than tasks (e.g., conducting troop leading procedures) (Gael, 1983). The T&EOs were obtained from the Army Training Network (ATN) and were selected based on applicability and echelon level. Only T&EOs classified as company level and below were used in this research (see TRADOC Pam 350-70-1, p. 78, for details on echelon level identification).

To expand on the lists developed from the T&EOs, additional Army materials (e.g., field manuals, handbooks, research papers, reports, training videos, etc.) were gathered and reviewed for each collective task. This involved searching a variety of different Army sites to include: The



Center for Army Lessons Learned (CALL), Army Training Network, Army Knowledge On-line (AKO), Defense Technical Information Center (DTIC), U.S. Army Research Institute (ARI) on-line library, Combined Arms Research Library (CARL), Army Publications Directorate (APD), U.S. Army Training and Doctrine Command (TRADOC) Culture Center, Asymmetric Warfare Group (AWG), and Google. In addition, the following search terms in various pairings and combinations were used (see Table 6).

Table 6.

***Search Terms***

<b>Search Terms</b>		
Leader	Engagement	Negotiation
Host	Military	MP
KLE	Operations	Security
Assistance	Force	Foreign
Process	Police	National
Advisor	Partner	Establish

**Task Statement Structure**

The task statement structure followed best practice guidelines (Brannick, Levine, & Morgeson, 2007). For each statement, the first word is an action verb followed by a direct object, e.g., create a contingency plan. Where applicable, qualifying statements were included to help define the task by demonstrating why, how, or when a task is done. The phrase “in order to” was sometimes used to describe the purpose of the Soldier’s activity. Examples include the following phrases:

- Create a contingency plan to deal with corrupt officials.
- Ask open-ended questions during the meeting to determine the leader’s priorities and any shared interests.
- Recruit Host Nation (HN) Force using a system that captures biographical information, such as ID cards, in order to help prevent the infiltration of insurgents.

**Subject Matter Expert Review Cycles**

Draft task lists were sent to military SMEs and industrial psychologists for review and refinement. Each task list was subjected to at least three revision cycles whereby tasks were revised based on feedback. The following bullets summarize key changes that were made to the task lists:

- Items were added to ensure comprehensiveness,
- Additional military literature was found and incorporated,
- Redundant items were removed or merged with similar items,
- Items were organized by higher-order duties and items were re-categorized into appropriate duties,
- Routine tasks that were easy to assess were separated and shaded in gray to distinguish them from those that were complex or unique to the collective task,

- Assumptions and objectives were developed about the collective tasks in order to contain the tasks inventories to a manageable scope, and
- Qualifying statements were added to tasks to capture task purpose.

## Product Description

Task analyses were arranged in Excel spreadsheets and include a collective task title, objective statement, duties, and tasks. The following table displays objectives for each task analysis. Detailed task lists can be found in the appendices. The Appendices provide the tasks necessary to achieve the objective as well as related tasks that support mission completion.

Table 7.

### *Collective Task Objectives*

Task	Objectives
Conduct a Key Leader Engagement	To encourage communication and cooperation between friendly forces and local leaders by conducting meetings, discussing needs, and agreeing to desired goals while maintaining security of the mission (Appendix A).
Establish a Host Nation Police Force	To develop a host nation police force where either none exists or only a rudimentary force exists. The task includes planning, recruiting, training and evaluating the force, advising and partnering with its leadership, and engaging in combined police operations ultimately to foster a legitimate security presence in the region (Appendix B).
Partner with Host Nation Forces	To establish conditions that support the partner's end state, which includes legitimate, credible, competent, capable, committed, and confident security forces. The task includes helping to train and evaluate the force and partnerships with force leadership (Appendix C).



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## APPENDIX A

### CONDUCT A KEY LEADER ENGAGEMENT

<p><b>Objective:</b> The purpose of this collective task is to encourage communication and cooperation between friendly forces and local leaders by conducting meetings, discussing needs, and agreeing to desired goals while maintaining security of the mission.</p>	<p><b>Key:</b> Tasks shaded in gray are not specific to Conducting a Key Leader Engagement, but are necessary for task completion. Tasks <u>not</u> shaded are both necessary for task completion and specific to Conducting a Key Leader Engagement.</p>
<b>TASK</b>	<b>NOTES / COMMENTS</b>
<b>RECEIVE AND ANALYZE THE MISSION</b>	
Back-brief higher echelon on mission objectives.	
Issue a warning order to key personnel to alert them to the mission.	
Analyze the operations order received from the higher echelon.	
Assemble key personnel critical to launching the KLE mission.	
<b>GATHER INTELLIGENCE AND BACKGROUND INFORMATION FOR THE KLE MISSION</b>	
Identify the leader(s), person(s) or entity of influence who are the focus of the engagement to confirm key leaders.	
Determine the potential for influencing the leader in the long term, to better understand the possible impact on the engagement.	
Confirm leader's ethnicity, tribal background, perspective, religion, political background, associations, alliances, resources, and social networking activities to provide additional context for the engagement with the leader.	
Leverage available collection assets to enhance intelligence needed for the mission.	
Identify members of the key leader's network and their relationships to provide additional context for the engagement.	
Assess key leader network to draw conclusions and gain insight beneficial to the mission.	
Analyze intel to discern key leader's agenda, motivation, and interests.	
Review previous post-engagement reports, if available, to determine additional context to support the mission.	

Assess information operations (IO) vulnerabilities assessment to identify any sensitive issues to avoid.	
Predict possible future events using intelligence collected.	
Verify credibility of the intelligence used to prepare for the KLE.	
Coordinate with higher echelon for threat information and analysis.	
<b>CONFIRM GOALS AND DESIRED EFFECTS OF MISSION</b>	
Identify KLE mission goals to be achieved.	
Develop intended outcome strategy of the KLE mission.	
Identify any supporting objectives related to the KLE goals.	
Identify preliminary conditions required to achieve the desired effect(s).	
Determine which resources can be offered to achieve desired effect.	
Identify the probability of a favorable response to the request or desired effect.	
Develop the best alternative to a negotiated agreement (BATNA).	
Confirm whether or not the key leader has the capabilities to meet the desired effects of the KLE.	
Discuss desired effects and common terms with cultural advisor and interpreter.	
Develop a list of potential goals anticipated from key leader's perspective.	
<b>PLAN FOR THE KLE MISSION</b>	
Develop contingencies and counters to unfavorable responses from the key leader.	
Create a contingency plan to deal with corrupt officials.	
Analyze the mission using the METT-TC format.	
Reconnoiter the location of the key leader engagement.	
Identify Commander's Critical Information Requirements (CCIR).	
Finalize plan for accomplishing the mission.	
Issue written or oral orders to key personnel.	
Plan time schedule with departure and return times, arrival procedures, and routes to and from the key leader engagement.	
Plan contingencies for casualty evacuations, actions on contact, rally points, and hasty and deliberate departure procedures.	

Review rules of engagement and use-of-force criteria	
Conduct a risk assessment on mission to identify and mitigate risks	
Report control measures in accordance with the operations order or fragmentary order	
Identify and assign roles within the KLE team, including interpreter, note taker, and photographer.	
Establish leader/interpreter signals.	
Complete a KLE preparation sheet to assist with mission preparations.	
<b>PREPARE FOR THE KLE MISSION</b>	
Review and rehearse social nuances, customs, and etiquette of the host nation, e.g., gift exchange expectations.	
Practice pronunciation and use of common phrases of the local dialect likely to be of utility during the KLE.	
Rehearse mission with KLE team.	
Coordinate for medical evacuation (MEDEVAC) support.	
Coordinate with Quick Reaction Force (QRF) regarding mission and location.	
Coordinate for any special equipment requirements that may needed for the mission.	
Coordinate communication requirements with company and higher headquarters.	
Conduct back briefs to ensure subordinate leaders understand the mission.	
Acquire and distribute required ammo, equipment, water, and rations.	
Conduct pre-combat checks and inspections in preparation for the KLE mission.	
<b>PREPARE FOR SECURITY NEEDS DURING THE KLE MISSION</b>	
Issue written or oral orders to security detail to alert them to the timeline and needs of the mission.	
Monitor security detail preparations to ensure that Soldiers are prepared for mission.	
Delegate specific security responsibilities to individuals and crews within the security detail.	
Organize security detail in accordance with METT-TC factors.	
Initiate required movement of security detail in preparation for mission.	
Assemble security detachment at the initial rally point.	
Organize the security detachment into patrol teams for security.	



Review the rules of engagement for understanding.	
Conduct security rehearsals on battle drills, including employing force, establishing contact with factions, minefield actions, reacting to ambush, indirect fire, and sniper fire .	
Conduct rehearsals on establishing contact with factions.	
Conduct rehearsals on implementing appropriate actions at halt.	
Conduct rehearsals on securing an area around a building.	
Conduct rehearsals on any additional battle drills that may be required for the mission.	
Assign sectors of fire.	
Inform all adjacent, higher, and lower units of patrol composition, route, and departure and return times.	
<b>EXECUTE THE KLE MISSION</b>	
Adhere to cultural norms of the host nation to foster rapport with the leader and demonstrate cultural awareness.	
Follow local meeting etiquette to foster rapport with the leader and demonstrate cultural awareness.	
Negotiate with the key leader in a manner that demonstrates patience and listening skills in order to express cooperation.	
Position interpreter to limit distraction during key leader engagement.	
Speak primarily on agenda items during the business phase of the engagement.	
Present the leader with realistic and feasible solutions during negotiations that include the leader's input and instill local ownership in solutions.	
Conclude meeting by clarifying or repeating agreements to ensure mutual understanding.	
Interpret non-verbal behavior during the meeting to determine intent, reactions, and any underlying meanings.	
Influence key leaders to support or approve recommended options during negotiations and identify and counter any resistance.	
Ask open-ended questions during the meeting to determine the leader's priorities and any shared interests.	
Establish a genuine relationship with key leader in order to promote mission success, build trust, and encourage positive attitude change.	
Build rapport with key leader by demonstrating respect for culture, maintaining a optimistic attitude, and learning about them on a personal level.	

Respond to body language and subtle gestures appropriately in order to convey and correctly understand messages and avoid conflicting messages caused by unintentional body language.	
Use persuasion methods, including understanding the counterparts motives, goals and values, to influence the key leaders to modify their behavior when appropriate.	
<b>TRAVEL TO AND FROM KLE SITE</b>	
Direct patrols to begin movement using the designated formation, movement technique, interval, and speed in accordance with the operations order or fragmentary order.	
Direct the patrol to cross the start point at the designated time.	
Conduct reentry into friendly area.	
<b>SECURE KLE SITE DURING MISSION</b>	
Observe environment to identify threat indicators in and around the KLE site.	
Collect priority intelligence requirements provided at the mission launch.	
Occupy and secure key leader engagement location.	
Observe sectors and area of operation.	
Report all suspicious activities to the company.	
Conduct rapid but thorough security checks.	
Control access to the meeting by blocking entry to only to those authorized.	
<b>DEBRIEF AND FOLLOW-UP ON THE KLE MISSION</b>	
Conduct post-KLE debrief and or after action review.	
Submit post-KLE report in accordance with unit's standard operating procedure.	
Input relevant key leader information into designated databases for future use and update system of record for continuity and uniformity.	
Maintain relationship with key leader(s) by initiating follow up (e.g., meetings, calls, informal or formal).	
Review previous KLE reports and agreements before the next KLE.	
Monitor future key leader development and protection.	



## Appendix B

### Establish a Host Nation Police Force (HNPF)

<p><b>Objective:</b> The purpose of this collective task is to develop a host nation police force where either none exists or only a rudimentary force exists. The task includes planning, recruiting, training and evaluating the force, advising and partnering with its leadership and engaging in combined police operations ultimately to foster a legitimate security presence in the region.</p>	<p><b>Key:</b> Tasks shaded in gray are not specific to Establishing a HNPF, but are necessary for task completion. Tasks not shaded are both necessary for task completion and specific to Establishing a HNPF.</p>
TASK	NOTES / COMMENTS
<b>RECEIVE AND ANALYZE THE MISSION</b>	
Back brief higher echelon on the mission.	
Analyze the operations order received from the higher echelon.	
Issue a warning order to subordinates to alert them of impending mission.	
<b>OBTAIN INTELLIGENCE AND BACKGROUND INFORMATION</b>	
Coordinate with higher echelon for threat information and analysis.	
Identify Commander's Critical Information Requirements (CCIR).	
Update higher headquarters on all gathered information.	
Coordinate with staff judge advocate and/or legal personnel to understand national and regional laws in AOR.	
Coordinate with the Area of Operation (AO) provost marshal (PM) cell to understand local policing procedures for training.	
Coordinate with higher echelon for rules of engagement and use-of-force criteria.	
Verify that relevant intelligence is available and distributed to the mission leader.	
Gather preliminary information on current police capabilities, if available, to determine basic training needs.	
Analyze the mission using METT-TC (Mission, Enemy, Terrain and weather, Troops and support available—Time available, Civilians).	
Analyze all gathered information for trends, patterns, and associations within the area of operations.	
<b>PLAN FOR THE MISSION</b>	
Identify areas of responsibility for each platoon.	
Prepare and finalize plan for accomplishing the mission.	
Issue written or oral orders to subordinates on mission.	

Conduct a reconnaissance of the area of responsibility.	
Plan sustainment operations for mission.	
Incorporate guidance from higher echelon regarding HN police station development and end state into the planning process.	
Integrate police advisors or other designated instructors into the planning process.	
Develop a communications plan with company.	
Identify guidelines for completion of overlays or other information products.	
Plan protection measures to, from, and while at the HN police station.	
Determine boundaries for jurisdiction by identifying current boundaries, or if necessary establishing new boundaries.	
<b>PREPARE FOR THE MISSION</b>	
Initiate required movement within the company for the mission.	
Monitor lower echelon preparations for mission.	
Monitor lower echelon rehearsals for the mission.	
Enforce use of personal protective equipment within the company.	
Verify that pre-combat checks and inspections are completed by lower echelon for the mission.	
Provide references and satellite imagery to platoons.	
Inspect lower echelon mission plans to ensure intent and concept of operations was understood.	
Identify any logistical requirements not previously identified.	
Verify that rehearsals are conducted in accordance with company standard operating procedures.	
Conduct pre-combat checks and inspections to prepare for the mission.	
Verify that rules of interaction and rules for the use of force are understood by each Soldier.	
<b>COORDINATE UNIT SUPPORT REQUIREMENTS FOR MISSION</b>	
Confirm command and signal for mission.	
Verify resources are available and adaptable to each specific mission.	
Coordinate with the appropriate organizations for support requirements.	
Plan and coordinate logistical support for missions that involve working with agencies outside the company.	

Coordinate mission requirements involving higher, adjacent, or supporting units.	
Coordinate all classes of supply.	
Coordinate all maintenance support.	
Coordinate any additional support requirements.	
Verify that coordination is made with units or entities responsible for the area of operations.	
Coordinate for platoon movement requirements.	
Coordinate with other units for external support requirements.	
Coordinate police advisors or other designated instructors to train and evaluate police operations and HN police personnel.	
Verify that a sufficient supply of logistical and administrative material is available for the HN police training mission.	
<b>DEVELOP OR REVIEW POLICE DOCTRINE, POLICIES, STANDARD OPERATING PROCEDURES, AND ORGANIZATIONAL DESIGN FOR THE POLICE UNIT</b>	
Review and update any current policies that establish the regulation of police forces.	
Review and update any recruiting/manning and personnel policies including selection criteria, work schedules, compensation, performance management, command, and other staff processes.	
Assist in the development of standard operating procedures to organize the police force.	
Review and recommend improvements to the current organizational design and staffing structure.	
Train HN police force on personnel support of operations to include awards, military pay issues, personnel tracking, pay scale, rank structure, and force structure.	
Develop new personnel policy to determine hiring, compensation, performance, and promotion guidelines and to denote who in the police force holds authority.	
Establish police force personnel hiring standards by coordinating through the AO PM cell.	
<b>DETERMINE SIZE AND SCOPE OF POLICE FORCE AND RECRUIT POLICE FORCES</b>	
Design (on paper) the personnel end state, the command and control (C2) structure, and the support structure of the new police force prior to establishing the police force.	
Determine the size of the population being policed, the police to citizen ratio, and the total number of required police in order to confirm the size of the force needed in the area of operations.	

Identify and hire local nationals to serve as human resources, logistics, and training personnel to assist in recruiting, equipment procurement and distribution, and training the new force.	
Determine minimum requirements for police applicants by establishing minimum entry requirements, physical fitness tests, literacy tests, and medical screening protocols.	
Recruit police using a system that captures biographical information, such as ID cards, in order to help prevent the infiltration of insurgents.	
Recruit personnel who have had prior police, instructor, logistics, communications, budget, or military experience to build an experienced force with potential for future leadership roles.	
Recruit candidates, such as former officers through the public affairs and/or civil affairs officer.	
<b>ASSESS TRAINING NEEDS AND TRAIN HOST NATION POLICE FORCES</b>	
Conduct a training needs assessment of the current police force to determine existing knowledge and identify new skills to be trained.	
Identify leadership development needs.	
Analyze any existing police training materials and courses in use in order to determine any deficiencies.	
Develop, improve, or integrate training objectives, training plan and instructional materials.	
Develop training plan to address deficiencies identified during the initial evaluation of the HN police station.	
Implement training schedule consistent with cooperation from the HN police force leadership and changes in METT-TC.	
Deliver training on human rights knowledge, democratic policing principles, and modern policing techniques.	
Conduct ethics training using internationally recognized standards of police behavior and conduct.	
Train HN police force on detainee operations to include handling, processing, and tactical questioning.	
Advise and train HN police force on establishing logistical systems.	
Conduct training with HN partner on cooperation with local government.	
Implement multi-echelon training when possible by concurrently teaching individual crew, leader, and collective skills.	
Demonstrate to HN personnel the execution of each task using a step-by-step process.	
State all warning and safety instructions in the HN language without the use of an interpreter.	
<b>MONITOR POLICE PERFORMANCE DURING PRACTICE AND EVALUATE POLICE TRAINING</b>	

Provide input on the HN police force training and readiness assessments.	
Evaluate training based on established performance criteria.	
Conduct after action reviews after all collective HN unit training events.	
Administer tests to HN students after each lesson.	
Evaluate the ability of HN students to perform tasks to standard.	
Identify deficiencies in HN student performance and correct errors during practice.	
Give test results from the HN students to the HN staff sections responsible for maintenance of training records.	
Evaluate HN police station capabilities to determine training effectiveness and to adjust training if necessary.	
Verify that HN personnel understand the task, conditions, and standards required for each lesson conducted during training.	
Give remedial training to HN students with deficient performance.	
<b>PROVIDE ADVISING, SUBJECT MATTER EXPERTISE, AND COUNSEL TO FOREIGN POLICE LEADERSHIP AND OFFICERS</b>	
Advise the HN police force leadership in military decision-making processes.	
Advise HN police forces on roles and responsibilities of force personnel.	
Advise HN police force on the basic tenants of troop welfare.	
Advise HN police on improving its image in order to present a force that is less threatening to the public.	
Mentor HN police leadership in the operation and management of the HN police station.	
<b>CREATE, IMPROVE, AND INTEGRATE FACILITIES, OVERSEE BUILDING MANAGEMENT, AND EQUIP POLICE FORCE WITH EQUIPMENT</b>	
Locate, identify, and classify police structures in the area of operations to determine which police stations are to be repaired or where new facilities may be built.	
Assess physical infrastructures such as police stations, lines of communication, ranges, and training complexes and administrative structures.	
Support the building/rebuilding of a force headquarters.	
Advise force on locating and maintaining the facility and infrastructure.	
Occupy existing buildings, if possible, using centralized locations based on jurisdiction.	
Identify who has proper ownership of the building and property by coordinating through HN engineers.	



Verify that proper force protection and physical security measures can be applied to the building.	
Coordinate for engineer support for structure repair or modification of the building.	
Determine construction costs by getting estimates from local contractors, if necessary.	
Identify and coordinate equipment purchases through a Class A agent or the supply officer.	
Establish equipping procedures including the use of locally manufactured equipment versus ordering the equipment.	
Determine the type of equipment needed, quantity, individual costs and total costs and consider practicality, technology proficiencies, expense, and recycling.	
<b>CONDUCT COMBINED POLICE OPERATIONS</b>	
Develop planning products in both partnered unit languages and translate documents and briefings into HN partner language.	
Develop mutually supporting tactical response plans (QRF) with HN partner.	
Establish rehearsal responsibilities with HN partner to rehearse mutually supporting tactical response plans.	
Conduct combined Troop Leading Procedures (TLP).	
Conduct post operation actions, including After Action Review (AAR) and lessons learned with HN partner while incorporating cultural norms.	
Conduct daily Commander's Update Brief with partnered forces; to include HN leadership and assigned enablers.	
Implement joint patrols until they are no longer needed.	
<b>ESTABLISH COOPERATIVE RELATIONSHIPS WITH POLICE LEADERSHIP TO PROMOTE MISSION SUCCESS AND COLLABORATION</b>	
Establish a genuine relationship with HN force in order to promote mission success, build trust, and encourage positive attitude change.	
Build rapport with HN force by demonstrating respect for culture, maintaining a optimistic attitude, and learning about them on a personal level.	
Respond to body language and subtle gestures appropriately in order to convey and correctly understand messages and avoid conflicting messages caused by unintentional body language.	
Establish credibility with HN counterpart by demonstrating skills worthy of confidence in order to increase their trust, respect, and compliance.	
Use persuasion methods, including understanding the counterparts motives, goals and values, to influence the HN leaders to modify their behavior, when appropriate.	

Evaluate the trustworthiness and possible cultural biases of the interpreter in order to effectively communicate with foreign nationals.	
Confirm that HN force decisions, ideas, concepts, and participation are incorporated into planning processes.	
<b>COORDINATE, MONITOR, AND TRACK EFFORTS NEEDED TO EXECUTE ONGOING MISSION</b>	
Coordinate equipment, supplies, ammunition, and weapons supplied to the HN police station in concert with HN police station leadership.	
Coordinate logistical support to the HN police station.	
Coordinate for training support to the HN police station.	
Coordinate with HN commanders to ensure that all of their personnel receive training as scheduled.	
Monitor HN interpreters periodically to ensure information is being conveyed accurately.	
Monitor the HN personnel during practice.	
Verify that the mission leader tracks, reports, and submits tracking of personnel and weapons to the operations section prior to mission execution.	
Track conjoined U.S. and HN police operations.	
Compile all reports received from the squad leader into a designated format and update company operations on the status of the mission.	
Compile and analyze police information for trends, patterns, and associations within the platoon's area of operations.	
Compile police information from checklists into a single report.	
Determine the reporting forms, filing systems, and databases to be used and integrated with the current HN system.	
Track HN police systems including personnel, maintenance, communications, force protection, detention facilities, operations, investigations, and training.	
Prepare locally produced checklists to monitor the operational status of HN police station equipment, station capabilities, training status, and mentorship.	
<b>MAINTAINING ON-GOING COMMUNICATIONS WITH HIGHER ECHELONS DURING MISSION</b>	
Send current operational status updates on HN police stations for each platoon's area of responsibility IAW reporting procedures.	
Route analyzed police information to company operations section.	

Verify that primary and alternate communications are established.	
Maintain consistent communications with operations section to facilitate mission changes and requirements.	
Update the higher echelon on HN police station's status.	
Forward all analyzed police information from the squad's area of operation to the platoon leader.	
Brief higher echelon on mission progress.	
Verify that communications are established in the company and with battalion.	
Verify that all mission information is transmitted to higher headquarters.	
Send CCIR, police information, situation, and spot reports IAW reporting procedures.	
Monitor and report unit status and location throughout the mission.	

## Appendix C

### Partner with Host Nation Forces

<p><b>Objective:</b> The purpose of this collective task is to establish conditions that support the partner's end state, which includes legitimate, credible, competent, capable, committed, and confident security forces. The task includes helping to train and evaluate the force and partnerships with force leadership.</p>	<p><b>Key</b> - tasks shaded in gray are not specific to Partnering with HN Forces, but are necessary for task completion. Tasks <u>not</u> shaded are both necessary for task completion and specific to Partnering with HN Forces.</p>
TASK	EDITS / COMMENTS
<b>RECEIVE AND ANALYZE THE MISSION</b>	
Back brief higher echelon on the mission.	
Analyze the operations order received from the higher echelon.	
Issue a warning order to subordinates to alert them of impending mission.	
<b>OBTAIN INTELLIGENCE AND BACKGROUND INFORMATION</b>	
Coordinate with higher echelon for threat information and analysis.	
Identify Commander's Critical Information Requirements (CCIR).	
Update higher headquarters on all gathered information.	
Coordinate with higher echelon for rules of engagement and use-of-force criteria.	
Verify that relevant intelligence is available and distributed to the mission leader.	
Gather preliminary information on HN force capabilities, if available, to determine basic training needs.	
Analyze the mission using METT-TC (Mission, Enemy, Terrain and weather, Troops and support available—Time available, Civilians).	
Review, analyze, and assess all gathered information in preparation for mission.	
<b>PLAN FOR THE MISSION</b>	
Identify areas of responsibility for subordinate units.	
Prepare and finalize a plan for accomplishing the mission.	
Issue written or oral orders to subordinates on mission.	
Reconnoiter areas of responsibility for mission.	

Plan sustainment operations for mission.	
Incorporate guidance from higher echelon regarding HN force development and end state into the planning process.	
Integrate advisors or other designated instructors into the planning process.	
Develop a communication plan within the company.	
Identify guidelines for completion of overlays or other information products.	
Analyze the risks associated with the mission.	
Develop control measures to minimize risks during the mission.	
Review or conduct an assessment of current HN forces to determine strengths, weaknesses, and training needs (added new task).	
Prepare a training program in accordance with higher echelon operations order.	
<b>PREPARE FOR THE MISSION</b>	
Initiate required movement of subordinate units in preparation for mission.	
Monitor subordinate unit preparations for mission.	
Monitor subordinate unit inspections and rehearsals to ensure they are conducted in accordance with company SOP.	
Enforce use of personal protective equipment to ensure subordinate units are in compliance.	
Verify that pre-combat checks and inspections are completed by subordinate units for the mission.	
Issue available references and satellite imagery to lower echelons for the mission.	
Inspect subordinate unit mission plans to ensure commander's intent and concept of operations are understood.	
Identify any logistical requirements not previously identified.	
Conduct pre-combat checks and inspections to prepare for mission.	
Verify that the rules of interaction and rules for the use of force are understood by each Soldier.	
Issue unilateral contingency plans to all Soldiers that prepare them for threats and emergency situations.	
Monitor lower echelon rehearsals of unilateral contingency plans.	
Verify that the advisor package supports mission requirements.	
Direct improvements to subordinate unit mission plans.	

Verify that a ground or aerial reconnaissance is conducted on areas of responsibility for mission.	
Verify that relevant intelligence is available and distributed to the appropriate leaders.	
<b>COORDINATE SUPPORT REQUIREMENTS FOR MISSION</b>	
Confirm command and signal requirements for mission.	
Verify resources are available and adaptable to each specific mission.	
Coordinate with the appropriate organizations for support requirements.	
Plan and coordinate logistical support for mission that involve working with agencies outside the company.	
Coordinate mission requirements involving higher, adjacent, or supporting units.	
Coordinate all classes of supply to ensure that there are sufficient levels available during the mission.	
Coordinate all maintenance support to ensure that vehicles are properly maintained and ready for use during the mission.	
Monitor logistic and support requirements to ensure issues are identified and addressed.	
Verify that coordination is made with units or entities responsible for the area of operations.	
Coordinate movement requirements with other units operating in the area of operation.	
Coordinate with other units for external support requirements.	
Coordinate advisors or other designated instructors to train and evaluate operations and HN personnel.	
Coordinate equipment, supplies, ammunition, and weapons supplied to the HN force in concert with HN leadership.	
Develop contingency plans for supply and support in preparation for threats and emergencies.	
Request or hire translators.	
Monitor all quality of life issues to include work schedules, mail, and other required support for mission.	
Coordinate for the translation of all necessary documents from English to the HN language and from the HN language to English.	
<b>DEVELOP OR REVIEW DOCTRINE, POLICIES, STANDARD OPERATING PROCEDURES, AND ORGANIZATIONAL DESIGN FOR HN FORCE</b>	
Review and update any current policies that establish the regulation of HN force.	

Review and update any recruiting/manning and personnel policies including selection criteria, work schedules, compensation, performance management, command, and other staff processes.	
Assist in the development of standard operating procedures to organize the HN force.	
Review and recommend improvements to the current organizational design and staffing structure.	
Train HN force on personnel support of operations to include awards, military pay issues, personnel tracking, pay scale, rank structure, and force structure.	
Develop new personnel policy to determine hiring, compensation, performance, and promotion guidelines and to denote who in the HN force holds authority.	
<b>DETERMINE SIZE AND SCOPE OF HN FORCE AND RECRUIT HN FORCE PERSONNEL AND STAFF</b>	
Design (on paper) the personnel end state, the command and control (C2) structure, and the support structure of the new HN force prior to establishing the force.	
Identify and hire local nationals to serve as human resources, logistics, and training personnel to assist in recruiting, equipment procurement and distribution, and training the new force.	
Determine minimum requirements for HN force applicants by establishing minimum entry requirements, physical fitness tests, literacy tests, and medical screening protocols.	
Recruit HN force using a system that captures biographical information, such as ID cards, in order to help prevent the infiltration of insurgents.	
Recruit personnel who have had prior military, instructor, logistics, communications, or budget experience to build an experienced force with potential for future leadership roles.	
Recruit candidates through the public affairs and/or civil affairs officer.	
<b>ASSESS TRAINING NEEDS AND TRAINING HN FORCES</b>	
Conduct a training needs assessment of the current HN force to determine existing knowledge and identify new skills to be trained.	
Identify leadership development needs of HN force.	
Analyze any existing HN force training materials and courses in use in order to determine any deficiencies.	
Develop, improve, or integrate training objectives, training plan and instructional materials.	

Develop training plan to address deficiencies identified during the initial evaluation of the HN force.	
Implement training schedule consistent with cooperation from the HN force leadership and changes in METT-TC.	
Conduct ethics training using internationally recognized standards of behavior and conduct.	
Advise and train HN force on establishing logistical systems.	
Implement multi-echelon training when possible by concurrently teaching individual crew, leader, and collective skills.	
Demonstrate to HN personnel the execution of each task using a step-by-step process.	
State all warning and safety instructions in the HN language without the use of an interpreter.	
Review the training objectives of the training with the HN unit commanders.	
<b>MONITOR HN FORCE PERFORMANCE DURING PRACTICE AND EVALUATE HN FORCE TRAINING</b>	
Provide input on the HN force training and readiness assessments.	
Evaluate training based on established performance criteria.	
Conduct after action reviews after all collective HN unit training events.	
Administer tests after each lesson to assess knowledge retention of HN personnel.	
Assess the ability of HN personnel to perform each task to standard and to identify deficiencies and weaknesses.	
Monitor the HN personnel during practice to assess progress and correct mistakes.	
Send test results to the HN staff sections responsible for the maintenance of training records.	
Verify that HN personnel understand the task, conditions, and standards required for each lesson conducted during training.	
Administer remedial training and retest HN personnel with deficient performance.	
Develop a discussion outline to guide after action reviews with HN unit.	
Prepare a locally produced checklist to monitor the operational status of HN equipment, unit capabilities, training status, and mentorship.	
Administer assessments to test knowledge and ability of HN personnel post training to ensure that gaps have been closed.	
Monitor the HN unit commander's review of the training with his unit to ensure the focus is on the training objectives and the lesson learned.	



Encourage HN unit commander to discuss with their unit what happened in their training event, why it happened, the important tactical lessons learned, alternate course of actions that could have been taken, and important teaching points.	
Encourage HN unit commanders to review training events with their entire unit.	
Prepare a report of the evaluation of the HN unit and forward it to the staff section maintaining the administrative training records.	
<b>PROVIDE ADVISING, SUBJECT MATTER EXPERTISE, AND COUNSEL TO HN FORCE LEADERSHIP</b>	
Brief HN commander on unit mission, its capabilities, and the restrictions and limits imposed on it by the higher echelon.	
Advise the HN force leadership in military decision-making processes.	
Advise HN forces on roles and responsibilities of force personnel.	
Advise HN force on the basic tenants of troop welfare.	
Advise HN on improving its image in order to present a force that is less threatening to the public.	
Mentor HN leadership in the operation and management of the force, the facilities, and the equipment.	
Mentor HN force staff and leadership to provide guidance, support, skill building, and encouragement.	
Advise HN forces on recruitment and selection of Soldiers.	
<b>CREATE, IMPROVE, AND INTEGRATE FACILITIES, OVERSEE BUILDING MANAGEMENT, AND EQUIP HN FORCE WITH EQUIPMENT</b>	
Assess physical infrastructures such as lines of communication, ranges, and training complexes and administrative structures.	
Support the building/rebuilding of a force headquarters.	
Advise HN force on locating and maintaining facilities and infrastructure.	
Identify who has proper ownership of buildings and property by coordinating through HN engineers.	
Verify that proper force protection and physical security measures can be applied to all facilities.	
Coordinate for engineer support for structure repair or modification of facilities and infrastructure.	
Determine construction costs by getting estimates from local contractors, if necessary.	

Identify and coordinate equipment purchases through a Class A agent or the supply officer.	
Establish equipping procedures including the use of locally manufactured equipment versus ordering the equipment.	
Determine the type of equipment needed, quantity, individual costs and total costs and consider practicality, technology proficiencies, expense, and recycling.	
<b>CONDUCT COMBINED FORCE OPERATIONS</b>	
Develop planning products in both partnered unit languages and translate documents and briefings into HN partner language.	
Develop mutually supporting tactical response plans (QRF) with HN partner.	
Establish rehearsal responsibilities with HN partner to rehearse mutually supporting tactical response plans.	
Conduct combined Troop Leading Procedures (TLP).	
Conduct post operation actions, including After Action Review (AAR) and lessons learned with HN partner while incorporating cultural norms.	
Conduct daily Commander's Update Brief with partnered forces; to include HN leadership and assigned enablers.	
Implement joint patrols until they are no longer needed.	
<b>ESTABLISH COOPERATIVE RELATIONSHIPS WITH FORCE LEADERSHIP TO PROMOTE MISSION SUCCESS AND COLLABORATION</b>	
Establish a genuine relationship with HN force in order to promote mission success, build trust, and encourage positive attitude change.	
Build rapport with HN force by demonstrating respect for culture, maintaining a optimistic attitude, and learning about them on a personal level.	
Respond to body language and subtle gestures appropriately in order to convey and correctly understand messages and avoid conflicting messages caused by unintentional body language.	
Establish credibility with HN counterpart by demonstrating skills worthy of confidence in order to increase their trust, respect, and compliance.	

Use persuasion methods, including understanding the counterparts motives, goals and values, to influence the HN leaders to modify their behavior, when appropriate.	
Evaluate the trustworthiness and possible cultural biases of the interpreter in order to effectively communicate with foreign nationals.	
Confirm that HN force decisions, ideas, concepts, and participation are incorporated into planning processes	
<b>COORDINATE, MONITOR, AND TRACK EFFORTS NEEDED TO EXECUTE ONGOING MISSION</b>	
Coordinate logistical support to the HN force.	
Coordinate for training support to the HN force.	
Coordinate with HN commanders to ensure that all of their personnel receive training as scheduled.	
Monitor HN interpreters periodically to ensure information is being conveyed accurately.	
Monitor the HN personnel during practice.	
Verify that the mission leader tracks, reports, and submits tracking of personnel and weapons to the operations section prior to mission execution.	
Track conjoined U.S. and HN force operations.	
Compile all reports received from subordinate units into a designated format and update company operations on the status of the mission.	
Determine the reporting forms, filing systems, and databases to be used and integrated with the current HN system.	
<b>MAINTAIN WRITTEN ADMINISTRATIVE TRAINING RECORDS DURING MISSION</b>	
Submit current operational status reports of HN units within subordinate units area of responsibility.	
Collect information on HN personnel and units who received training and the type of training received.	
Organize HN personnel training records to identify training deficiencies and overall level of proficiency.	
Identify specific HN personnel and units who demonstrate noteworthy performance.	
Send copies of training records on a periodic basis to sponsoring United States Government (USG) agencies or organizations.	
Collect information on HN force equipment and weapons.	

<b>MAINTAIN ON-GOING COMMUNICATIONS WITH HIGHER ECHELONS DURING MISSION</b>	
Update higher echelon on all gathered information for the mission.	
Send reports to higher echelon on a continuous basis in accordance with operations order requirements.	
Send periodic status reports to higher echelon on HN training, personnel activities, status of weapons, and progress of the partnership.	
Send the HN sponsors the noted training deficiencies, noteworthy performances, and needed additional or remedial training.	
Verify primary, alternate, and emergency communications within the company and between higher echelons are established and functioning in accordance with the resources available.	
Send all relevant intelligence and mission information to higher echelon on a continuous basis.	
Verify that company level communication requirements are understood within the company.	
<b>CONDUCT END OF MISSION ACTIVITIES</b>	
Participate in HN debriefing.	
Identify recurring or significant problems during debriefing with HN unit so that problems can be addressed or corrected.	
Recommend awards for unit personnel and for HN unit personnel.	
Document incidents of corruption, gross inefficiency, violations of human rights, and the actions of HN military or government officials who habitually hinder operations through incompetence, self-interest, or suspected sympathy for the insurgents or terrorists.	
Submit AAR to higher echelon to assist in the continued development of HN capabilities.	